



BC Association of Family Resource Programs

Strategic Plan 2013 - 2016



Revised March 2013

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WHAT IS STRATEGIC PLANNING?

Over the past few decades strategic planning sessions have become an increasingly common executive activity in organizations of all sizes and from all industries. From small not for profit groups to large multi-national companies, the process of organizational planning has moved beyond the generation of elaborate “to-do” lists that are often met with sighs from the staff responsible for carrying them out to a thoughtful and process driven activity firmly rooted in the concept of strategy.

We get our word strategy from the Greek military term *strategia* which translates as ‘generalship’. In its military context *strategy* carries with it the idea of planning prior to engaging in combat and is typically differentiated from its sister term *tactics* - the specific tasks that will be conducted “in the field” once the foe is engaged. This differentiation is at the heart of most modern strategic planning and distinguishes it from the specific work-plans that are frequently produced in typical planning meetings. Strategy is the element that separates high-level goals/objectives that will guide a course of action from the low-level quotidian tasks that are necessary to accomplish an organization’s goals.

While a military analogy may seem divorced from the world of not for profit organizations, its distinction between strategy (goals/objectives) and tactics (tasks) represents a meaningful framework through which not for profit boards can plan “big-picture” approaches to future actions while leaving the responsibility for identifying and scheduling specific work activities to those responsible for carrying them out. In the case of FRP-BC, this meant orienting the 2008 strategic planning session around the development of macro-level strategies that refine the direction of the association over the next three years rather than getting encumbered in the time consuming process of planning each individual task to be completed.

Organizations typically conduct strategic planning sessions for a number of different reasons:

- To plan and set future direction for the organization.
- To respond to pressing issues that have emerged and have a bearing on the way the organization operates.
- To increase organizational efficiency through the alignment of resources and purpose.
- To generate strategies in anticipation of possible future scenarios.

For FRP-BC, all four of these reasons factored into the 2008 strategic planning process and had an impact on the outcomes that were generated. In light of recent organizational growth, changes in the Family Resource sector, and the association’s changing role in the industry, the development of a truly strategic 3-year plan provides FRP-BC with a thoughtful and timely roadmap to guide it into the future.



FRP-BC STRATEGIC PLAN

The BC Association of Family Resource Programs (FRP-BC) began as a provincial organization focused on information sharing and advocacy. While networking, information sharing, and advocacy are still at the heart of the association's work, FRP-BC has expanded its role to include the development of post-secondary education and provincial standards. This is in an effort to ensure that all FRPs operate in accordance with the sector's guiding principles and standardized requirements for consistent quality practices.

In light of these changes FRP-BC's Board of Directors and staff met in late February 2008 to conduct a strategic planning session to chart the direction for the association over the next three years. Since a general direction for FRP-BC was already established prior to initiating the strategic planning process, the purpose of the 2008 planning session was to provide an opportunity for the Board of Directors and staff to formally refine and articulate the Association's course of action in response to emerging challenges and opportunities.

Each year following the 2008 Strategic Planning session, the FRP-BC board of directors has met to review and revise the Strategic Plan. The goals and objectives have been updated to meet the needs of families with young children in BC.

Family Resource Programs must provide services for families with children under the age of six but may also provide services for families with children up to 12 years old.

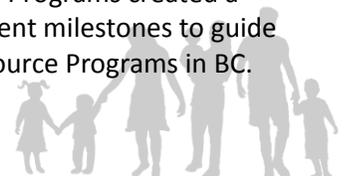
DIRECTIONS

The guiding principle behind FRP-BC's strategic planning was a focus on refinement rather than reinvention – sharpening the focus of current FRP-BC initiatives instead of radical shifts in organizational dynamics and strategy. Four overarching goals were identified that reflect the mission and aspirations that inform FRP-BC's vision for the future.

These goals are:

- 1) Pursuing sector excellence and sustainability
- 2) Achieving provincial recognition as the leading resource for community-based family support
- 3) Supporting and engaging the membership of FRP-BC
- 4) Creating learning opportunities

With the completion of the strategic plan, The BC Association of Family Resource Programs created a clearly articulated framework of goals along with strategic objectives that represent milestones to guide FRP-BC in furthering its mission to promote, strengthen, and expand Family Resource Programs in BC.



MISSION

The mission of the BC Association of Family Resource Programs (FRP-BC) is to promote, strengthen and expand the BC family resource movement. The family resource movement seeks to strengthen and empower families, neighbourhoods and communities so that they can foster optimal development of children within the context of family.

PRINCIPLES

1. Family Resource Programs promote consistent positive parenting practices and healthy, secure parent/child relationships.
2. Family Resource Programs are grounded in strength-based practices.
3. Family Resource Programs promote developmentally appropriate play-based learning.
4. Family Resource Programs are open to all families and welcome diversity.
5. Family Resource Programs strengthen the ability of families to raise healthy children by working in partnership with families and communities.
6. Family Resource Programs are committed to reflective best practices.



GOAL 1 Pursue sector excellence and sustainability

In an effort to ensure consistent quality service in Family Resource Programs, FRP-BC is committed to pursuing sector excellence and sustainability as part of its strategic plan. The objectives described below reflect this commitment by outlining important steps toward the development of sector wide standards and annualized funding for Family Resource Programs. Developing an identity rooted in excellence, professionalism, and integrity will not only enable FRP-BC to achieve greater recognition in the province’s ECD sector, but will also ensure that members throughout British Columbia provide the best possible service to the families with young children. **Add info in here – support provincial office**

OBJECTIVES

1.1	Support the FRP sector to strengthen parenting, foster healthy childhood outcomes and reduce vulnerabilities
1.2	Ensure the FRP sector is meaningfully reflected in provincial budgets and policy planning
1.3	Promote the adoption of sector standards as a key measure of excellence
1.4	Provide leadership to support the membership in responding to emerging trends
1.5	Establish a guide for sector equity in wages and benefits



GOAL 2 Achieve provincial recognition as the leading resource for community- based family support

For nearly two decades FRP-BC has been serving as a key advocate and resource for Family Resource Programs across the province. As the association matures and its role in the province’s Early Child Development sector (ECD) changes, there is a growing need for FRP-BC to increase its public visibility and strive for greater provincial recognition as the leading resource for community-based family support.

As a part of the strategic planning process, several objectives were identified as essential to achieving this goal. Broadly speaking, these objectives fall under the three main categories:

Establishing and maintaining relationships with regional and provincial organizations to ensure that FRP-BC is understood and recognized by policy developers, stakeholders and potential members.

Establishing a media plan and protocol to guide how FRP-BC and its members will interact with, and disseminate information to provincial and national media outlets.

Recruiting board members who can enable strategic alliances.

The objectives are intended to ensure that information about FRP-BC and its role in British Columbia’s ECD sector is accessible to the public and policy developers. As well they provide a direction for forging new relationships that will secure consistent inclusion for FRP-BC in the development of ECD policy and programming across the province.

OBJECTIVES

2.1	Pursue and maintain partnership relationships, both regionally and provincially
2.2	Actively educate and engage policy stakeholders and researchers on the work of FRP-BC in preventing and mitigating family vulnerabilities
2.3	Continue to utilize media and technology to build community understanding of the work of FRP-BC
2.4	Strengthen relationships with Aboriginal leaders and organizations



GOAL 3 Support and engage the membership

FRP-BC recognizes that a diverse and engaged membership is fundamental to its viability and usefulness. From expanding and articulating the benefits of membership to ensuring cultural and geographical diversity, the objectives below represent a continued and increasing commitment to supporting members with the information and opportunities necessary to provide the best service possible.

OBJECTIVES

3.1	Expand and articulate membership benefits
3.2	Engage the membership in the collection of data to better represent as a means to move the sector forward
3.3	Equitably support the membership throughout the province
3.4	Continue to recruit a diverse membership



GOAL 4 Create learning opportunities

As Government develops frameworks and standards for practice and service delivery in the ECD sector, FRP-BC has the responsibility to ensure that its members, volunteers, and staff are provided with opportunities to improve their skills through relevant educational and training opportunities.

The objectives outlined by FRP-BC's strategic planning process establishes a roadmap toward creating an environment where professional development and learning, that reflects the changing needs of the sector and the families, are accessible to members across the province.

OBJECTIVES

4.1	Provide skill-based training for family support practitioners
4.2	Ensure educational opportunities are accessible to members across the province, not just geographically, but for learners that have more learning challenges
4.3	Sustain and enhance the delivery of the post-secondary FRP Certificate. Develop on-line delivery accessibility
4.4	Establish strategic relationships for regional, provincial and national training opportunities. Explore sale of FRP Certificate nationally
4.5	Continue workshop development and delivery

